



# Management Practices Assessment Report

# Macdonald-Cartier International Airport

**DRAFT**  
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## Acknowledgement

The Management Practices Assessment (MPA) team would like to acknowledge the support provided by the District Director, the management team and staff of the Macdonald-Cartier International Airport (MCIA) and thank them for their involvement in this MPA.

## Objective of the MPA

An MPA provides baseline information on management practices against which future improvements can be measured. The MPA main objectives are to:

- Assist regional management in gauging management practices in place to support the Agency priority of service excellence;
- Identify and promote best management practices; and to
- Assist regional management in plotting a course to improve management practices where possible.

## Scope and Approach to the MPA

The Ottawa District looks after a geographical area that includes the greater Ottawa Valley from Pembroke to the Quebec border in the east, and south along the St. Lawrence River up to and including the Port of Cornwall. Other customs, immigration and agriculture operations in the Ottawa District includes Ottawa Cargo Services for commercial traffic and MCIA. However, only management practices at the MCIA were subject to the MPA.

The conduct phase of the MPA was completed from March 3<sup>rd</sup> to March 6<sup>th</sup>, 2020. The MPA team facilitated 12 guided conversation sessions with a cross-section of 36 District staff. Participants included the District Director, Chief, Superintendents, Border Services Officers (BSOs), Student BSOs and administrative staff. After completing the guided conversations, the MPA team consolidated and summarized the results for each practice. A one-day Capacity Rating Session (CRS) was then conducted to discuss the results of the guided conversations and assist management in establishing both the current and desired future state of management practices at MCIA for each management practice area.

This report summarizes observations on the current situation and potential opportunities in relation to management practices within the capacity areas of the MPA, as well as both the current (“as is”) and desired (“to be”) state of management practices at MCIA. While the MPA team played an active role in gathering and assessing the information necessary to report on management capabilities, establishing the “as is” state of management practices was a collaborative effort involving MCIA management and the MPA team. The “to be” state of management practices was determined by the MCIA management, as were the practice areas for focused attention over the next 12 months.

## Overview

The table on page three summarizes the “as is” and “to be” state of management practices in relation to the various capacity areas of the MPA and also identifies those capacity areas identified for focused attention on the subsequent Action Plan. Each practice is marked out of 5 and ratings are attributed in increments of 0.25 and defined as Ad Hoc (1/5), Manager

Dependent (2/5), Good Management Practice (3/5), Advanced Practice (4/5), Outstanding Practice (5/5). A definition for each practices' rating are included within, starting at page four.

## **Action Plan**

Based on the results of the Capacity Rating Session and the information included in this report, the MCIA management will develop, with support from the MPA team as needed, a stand-alone Action Plan that aims to enhance management practices in those capacity areas identified for focused attention. Once developed, the Action Plan is to be submitted to the Regional Director General (RDG) for approval at the first available opportunity. Once approved by the RDG, both the final report and Action Plan are to be submitted to the MPA team.

## **Detailed Observations**

Detailed observations and improvement opportunities in relation to each capacity area are provided in pages 4 through 23 that follow. The improvement opportunities captured in relation to each capacity area simply represent those raised during the Capacity Rating Session and in no way represent a comprehensive list of opportunities.

## Summary of “As Is” and “To Be” Ratings

Elements and Practices	Current Rating out of 5 (“as is”)	Desired Rating out of 5 (“to be”)	Practices Identified for Improvement
<b>Element 1: People Management</b>			
Communication	2.50	3.00	<input checked="" type="checkbox"/>
Management of Staff Performance	2.25	3.00	<input checked="" type="checkbox"/>
Leadership and Support	2.50	3.00	<input checked="" type="checkbox"/>
Training and Learning	2.75		<input type="checkbox"/>
Workplace Culture	2.25		<input type="checkbox"/>
<b>Element 2: Front-line Service</b>			
Client Service Excellence	3.00		<input type="checkbox"/>
Language of Choice	4.00		<input type="checkbox"/>
Enforcement Activities	2.50	3.00	<input checked="" type="checkbox"/>
Management of External Partnerships	3.50		<input type="checkbox"/>
Shared Values and Ethics	2.75		<input type="checkbox"/>
<b>Element 3: Operational Management</b>			
Operational Planning and Monitoring	2.75	3.00	<input checked="" type="checkbox"/>
Financial Forecasting	4.00		<input type="checkbox"/>
Equipment, Tools and Systems	3.25		<input type="checkbox"/>
Physical Environment	4.00		<input type="checkbox"/>
Measuring, Tracking and Reporting	2.75		<input type="checkbox"/>

In the following pages, current ratings and desired ratings are identified in the plateau statements found within each practice by using the following colors:

“As Is”	“To Be”
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## People Management: *Communication\**

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>• There does not appear to be much consultation between management and staff on matters that effect the operation and work environment as a result of high turnover in management, however this is being addressed by management through permanent staffing.</li> <li>• Management acknowledges the importance of communication, however, attempts to provide information on a consistent basis is hindered by the operational realities faced by the POE, including the high number of acting superintendents and rotating chiefs.</li> <li>• There is a perception that there is a lack of horizontal communication between superintendents.</li> <li>• The majority of communication to staff is via email.</li> <li>• Mandatory shift briefings do not occur on a regular basis.</li> <li>• Verbal briefings are provided by superintendents on Tuesdays at 2, however are superintendent dependant, although Coronavirus briefings are daily. BSOs feel this is a good opportunity to share ideas or raise concerns.</li> <li>• Staff wishes to be apprised of the types of enforcement cases or trends the other team encounters.</li> <li>• While superintendents have adopted an open door policy which is recognized and appreciated by all staff, it is noticed that the Chief has a limited presence due to current work arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• Management is encouraged to engage staff on decisions affecting their work place when possible.</li> <li>• Management should consider developing a structured and consistent system to ensure mandatory daily shift briefings and overall communication is enhanced to bridge the gap between the two lines.</li> <li>• Share enforcement reports/intelligence dashboards with staff.</li> <li>• Management to share links to CBSA Significant Event from the Border Operations Centre (BOC), CBSA Insider, discuss relevant items that have an impact on operations and remind BSOs of where to find such resources.</li> <li>• Explore level of Intel knowledge to determine whether a gap exists.</li> <li>• Chief is encouraged to meet regularly with superintendents to increase consistency in messaging and interpretation of CBSA direction and policy.</li> <li>• Management should consider engaging staff in the development of the action plan in response to the MPA report.</li> </ul>

*\*The Communication capacity has been identified for inclusion in the Action Plan.*

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Communication</b>  <i>Open and effective sharing processes exist to support the dissemination of relevant and reliable information to employees, and employees are consulted on matters that affect them.</i>	<p>Employees are informed of key developments in the Agency (including updates to policies, procedures, legislation, systems), however not always on a timely basis.</p> <p>Communication tends to be downward, with management controlling and limiting information relevant to employees.</p> <p>Operational level changes are only communicated to employees by management as and when necessary. Employees provide little input into operational level decisions.</p> <p>Employees have little opportunity to influence factors which impact their work or environment.</p>	<p>Employees are informed of developments in the Agency (including updates to policies, procedures, legislation, systems) on a timely basis.</p> <p>While management asks staff for input on decisions affecting their work environment and working arrangements, staff's opportunity to influence decisions that are made is limited.</p> <p>Communication effectiveness is largely dependent on the skills and competencies of individual managers, with communication formats limited to ad hoc discussions and meetings.</p>	<p>Management communicates with employees on a timely basis, using multiple communication formats to increase employee knowledge, awareness and understanding.</p> <p>Management consults with employees on decisions affecting their work environment and working arrangements and considers the input provided when making decisions.</p> <p>Management listens to employees' ideas, concerns and suggestions with respect to improving processes.</p> <p>Management meets regularly with its direct reports.</p>	<p>Collaborative and open dialogue exists between employees and management, with the timely flow of information occurring both horizontally and vertically.</p> <p>Management seeks input from employees and listens to their ideas, concerns and suggestions for achieving results and improving service, and acts upon them whenever possible.</p> <p>Staff committees are in place and are actively engaged in decisions regarding the work environment and working arrangements.</p> <p>Communication approaches include a mix of published materials (in multiple formats), oral presentations, staff meetings and learning events.</p>	<p>Communication is viewed as a shared responsibility between employees and managers at the operation, with open and rapid communication and information flow throughout the operation.</p> <p>Excellent communication skills are considered a critical competency for managers and staff alike.</p> <p>Individuals and teams are challenged to take decisions or make suggestions on any process which would improve client service.</p> <p>Management considers open two-way communication essential to tapping into the vast pool of knowledge and expertise within the employee group.</p>

## People Management: *Management of Staff Performance\**

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>• High turnover rates of management have led to lack of continuity in staff performance assessment and feedback. At the time of the Management Practice Assessment (MPA), the management team is made of one acting chief, two acting superintendents, four newly appointed superintendents out of seven.</li> <li>• Performance Management Agreements (PMA) are in place, however some staff expressed the view that the performance appraisal process is nothing more than a box checking exercise and would appreciate more personalized assessments.</li> <li>• Formal and informal PMA discussions with assessing superintendents do not occur on a consistent basis.</li> <li>• Management recognizes lack of consistency in the application of the PMA process and lack of formal and informal conversations on performance and seeks to rectify for the upcoming year-end evaluations by providing clearer instructions to superintendents and chief.</li> <li>• The management calibration committee attempts to ensure the assessments are fulsome and reflective of the employee's performance.</li> <li>• The majority of employees would appreciate more positive and constructive feedback as well as recognition on a regular basis.</li> <li>• Lack of immigration knowledge of superintendents impedes ability to provide constructive feedback and quality control. Management is aware and working on a solution to bridge that gap.</li> <li>• Due to limited superintendents experience and turnover, it's a challenge to address substandard behaviour as it occurs.</li> <li>• Staff feel that Management is making concerted efforts to address sub-standard behaviour; however, the perceived use of broad brush emails was not appropriate in addressing individual behavioral issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Management is encouraged to continue communicating expectations and employee responsibilities in a clear, concise and timely manner.</li> <li>• Management should consider reviewing the PMA process and roles and responsibilities with all staff, including the definitions of the ratings and calibration process. Management should consider encouraging staff to take a more active role in providing input on their performance self-assessments.</li> <li>• Management should consider making greater efforts to provide informal feedback to staff to recognize positive behaviour and to address ineffective behaviour.</li> <li>• Management should consider developing a process to ensure staff performance is consistently tracked and assessed when a new manager or actor is appointed.</li> <li>• Due to recent onboarding of new superintendents, it is recommended they be provided with training on PMAs, including understanding the rating scale to ensure consistency in application, how to have difficult conversations, providing constructive feedback and recognition.</li> </ul>

*\*The Management of Staff Performance capacity has been identified for inclusion in the Action Plan.*



Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Management of Staff Performance</b>  <i>Work expectations are defined and communicated to all employees, with performance based feedback provided on a timely and consistent basis, to reinforce positive behaviour and to address ineffective and/or inappropriate behaviour.</i>	<p>The use of Performance Management Agreements (PMA) and other means to define and communicate employees' work expectations (roles and responsibilities) is ad hoc, with only limited effort by management to ensure these expectations are understood.</p> <p>Limited feedback is provided to employees – formally or informally – on the achievement of work expectations, and the feedback that is provided is ad hoc and most often constructive (negative) in nature.</p> <p>Ineffective or inappropriate behaviour is often not addressed.</p>	<p>Management establishes and communicates work expectations, through PMAs or other means, to ensure employees understand their roles and responsibilities.</p> <p>The provision of relevant and timely informal performance-based feedback (on either positive or ineffective behaviour) is largely dependent on the skills and competencies of individual managers, often focusing on negative behaviour.</p> <p>The provision of formal, performance-based feedback – through the use of the PMA evaluation process – is manager dependent and often not complete (e.g. personalized, including positive and constructive feedback).</p> <p>Ineffective or inappropriate behaviour is not always addressed in a timely and effective manner.</p>	<p>Management establishes and communicates clear work expectations, through PMAs and other means, to ensure employees understand their roles and responsibilities.</p> <p>On an informal basis, management provides relevant and timely performance-based feedback to all employees to recognize positive behaviour and to address ineffective behaviour.</p> <p>On a formal basis, management provides positive and constructive performance-based feedback to all employees by completing personalized performance assessments within prescribed timeframes.</p> <p>Management has established processes and procedures for addressing recurring ineffective or inappropriate behaviour (e.g. clearly communicating employee expectations; implementing Performance Improvement Plans).</p>	<p>In addition to the standard work expectations defined within PMAs and well understood by employees, additional accountabilities are defined for employees to obtain results for the organization and to support the career paths of employees.</p> <p>Open, honest, and relevant feedback – formal and informal, positive and constructive – is provided to employees in a timely manner through two-way dialogue which enhances both employee and organizational performance.</p> <p>Management has established processes and procedures for addressing recurring ineffective or inappropriate behaviour in a timely and effective manner.</p>	<p>The environment at the operation fosters and encourages employee productivity and the development of each employee's potential. Extensive effort is made to define unique accountabilities for all staff to encourage their personal and career development and to enhance the performance of the operation.</p> <p>Providing relevant and complete feedback to employees is seen as critical and is provided openly and honestly, on a timely basis, to encourage and promote excellence.</p> <p>Management has established processes and procedures for addressing recurring ineffective or inappropriate behaviour that has positive results for both the employee and the operation.</p>

## People Management: *Leadership and Support*\*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>• While management is prone to an open door policy, the general feeling is that there is a disconnect between that statement and the reality.</li> <li>• The high turnover rate and high percentage of acting assignments at the management level resulted in a lack of stability and continuity.</li> <li>• Some staff feel that management are overburdened with administrative duties and are unable to provide the guidance and leadership staff desire.</li> <li>• Some staff feel that some superintendents have the necessary knowledge and experience to provide guidance and advice when needed.</li> <li>• Some superintendents feel that additional training is required in supervisory development (i.e. leadership, labour relations, difficult conversations, staffing, etc.)</li> <li>• Staff tend to rely on each other for support to interpret policies and procedures, which allows for capitalizing on the subject matter expertise of other BSOs and to apply them effectively.</li> <li>• There is a gap in the management's knowledge in the Immigration Act and Food, Plant and Animal (FPA) stream, however the Customs knowledge appears very strong.</li> <li>• As a result of the geographical proximity to headquarters and land borders, staff have an opportunity to gain experience in other areas, however staffing levels are affected at MCIA because of the number of employees on assignment.</li> </ul>	<ul style="list-style-type: none"> <li>• Management needs to make a concerted effort to increase the immigration and FPA capacity within the POE.</li> <li>• Continue to support the supervisory development of superintendents, for example Supervisory Developmental Program, Leadership at the Front-Line, Character-Based Leadership (CBL).</li> <li>• Develop coaching and mentorship opportunities at all levels.</li> <li>• Management should collaboratively establish and communicate the operational direction.</li> <li>• Senior management should seek opportunities to establish greater stability within the operations.</li> <li>• Develop a more structured approach to training with sound succession planning.</li> </ul>

***\*The Leadership and Support capacity has been identified for inclusion in the Action Plan.***

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Leadership and Support</b>  <i>Management provides employees with the direction, guidance and support needed to perform their duties and to achieve operational objectives, while demonstrating its commitment to the core Agency values.</i>	<p>Management is not always available to employees, and as such the direction and guidance provided to assist them in the performing their duties is often not sufficient.</p> <p>While employees are aware of the CBSA values of professionalism, respect and integrity, management's actions often do not align with these values and principals.</p> <p>Management's efforts to ensure employees understand and adhere to CBSA policies, procedures and legislation are ad hoc.</p>	<p>While management is available to employees, the effectiveness of the direction and guidance provided to assist them in the performing their duties is largely dependent on the competencies of individual managers.</p> <p>Although limited, management makes some efforts to engage employees as a means of achieving operational objectives.</p> <p>Management communicates the CBSA values of professionalism, respect and integrity to employees, however they do not always "walk the walk".</p> <p>Management makes limited efforts to ensure employees understand and adhere to CBSA policies, procedures and legislation.</p>	<p>Management provides answers, direction and support to employees in the performance of their duties and the achievement of operational objectives.</p> <p>Management mobilizes (engages) employees of the operation as a means of achieving both the operational and strategic objectives.</p> <p>Management integrates the CBSA values of professionalism, respect and integrity into the workplace through its actions and the guidance it provides to staff.</p> <p>Management guides employees in the use of sound judgment, including – but not limited to – ensuring they understand and adhere to CBSA policies, procedures and legislation.</p>	<p>Management strives for excellence in the providing direction and support to employees that is both timely and responsive, and that provides experienced, non-management staff with the opportunity to act in leadership roles as well.</p> <p>Management leads by example and encourages staff at all levels to do the same. Management strives to engage all staff (employees and management) in the operations and the achievement of its objectives.</p> <p>Management's words and actions fully align with the CBSA values of professionalism, respect and integrity, as does the guidance they provide to staff. Employees are well versed on the policies, procedures and legislation of the Agency and work together to adhere to and enhance them.</p>	<p>Management works collaboratively with employees to ensure that everyone at the operation is moving in the same direction by clearly defining the expectations and outcomes that will make the operation and Agency successful.</p> <p>Management makes significant efforts to mobilize and align people, work, and systems to harmonize how they work and what they do.</p> <p>A forward-looking approach to leadership has been established whereby management identifies its future leadership needs and then works to addresses them. In this regard, management takes on the role of mentor in developing leadership qualities in others.</p>

## People Management: *Training and Learning*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>• Some staff have completed their Individual Learning Plans (ILPs).</li> <li>• Management advised that ILPs are reviewed consistently when decisions are being made regarding which employees are selected to participate in any particular training opportunity, however it appears that some employees are not aware of the process.</li> <li>• Staff generally does not understand their responsibility to drive their own training and learning activities and could use assistance in developing their learning plans to improve their knowledge, develop skills and advance career progression.</li> <li>• Staff indicated a deficiency in the availability of Immigration and Minister's Delegate (MD) training in order to perform quality control of immigration files.</li> <li>• There is significant mandatory online training offered that most staff are aware of and have completed.</li> <li>• Alternative training methods would be welcomed by both BSOs and SBSOs (shadowing, coaching, face to face training, info-sessions, etc.)</li> <li>• Acting superintendents could benefit from receiving training relevant to their new acting duties, especially in the field of labour relations, which would also support their career progression.</li> <li>• New recruits and SBSOs are not given the opportunity to develop the skills necessary to perform the functions of their duties.</li> <li>• Some BSOs appreciate the opportunities given to work temporarily at a different port of entry for their development.</li> <li>• Superintendents and BSOs have expressed a desire for advanced Outlook training (generic inbox).</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a structured coaching approach to support the onboarding of new employees, SBSOs and BSOs.</li> <li>• Management is encouraged to schedule more emergency response preparedness exercises (Business Continuity Plan) and to provide a briefing on the outcome to all staff as a means to maintain and improve quality of response.</li> <li>• Utilize the personal learning plans to determine training needs of staff to better forecast and plan training.</li> <li>• Management should consider communicating with staff how training is managed and allocated for greater transparency.</li> <li>• Continue to follow-up regularly to ensure all mandatory courses are completed.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Training and Learning</b>  <i>Training and learning opportunities are provided to staff in support of operational needs and career development.</i>	<p>Learning plans are prepared by most employees, however with only limited input from management.</p> <p>Management's efforts to enable the identified learning activities of employees to occur are ad hoc and unstructured.</p> <p>Management's efforts to ensure staff have the required training to support operations are not adequate.</p>	<p>Processes and procedures exist that allow employees to identify training needs (e.g. learning plans). However, the effectiveness of the process and the setting of realistic goals are largely dependent on the skills and competencies of individual managers.</p> <p>Management's efforts to fairly allocate available training opportunities to staff are limited.</p> <p>Some effort is made by management to identify alternative ways to provide employees with needed learning opportunities (e.g. facilitated work assignments, coaching and mentoring opportunities).</p>	<p>Through established processes and procedures, management works with employees to identify their operational training needs and career development paths (i.e. learning plans).</p> <p>Management makes efforts to enable the identified learning activities of employees to occur, linking employee needs with the requirements of the operation.</p> <p>Management has established and communicates a fair and equitable process for allocating available training opportunities to employees based on their identified needs and the requirements of the operation.</p> <p>Management looks for alternative ways to provide employees with needed learning opportunities (e.g. facilitated work assignments, coaching and mentoring opportunities, and lunch and learn sessions).</p>	<p>Management considers the training and learning of employees and managers to be a priority, working closely with them to identify operational training needs and career development paths of all staff.</p> <p>Management works actively to integrate the identified training and learning needs of employees with the training and learning needed at the operation (to enhance operational efficiencies), employing and communicating a transparent, fair and equitable process to allocate training opportunities to employees.</p> <p>Management takes advantage of a host of training and learning approaches to allow employees to meet operational needs and career aspirations, ensuring that the knowledge accumulated by individuals is shared with others.</p>	<p>A culture exists where learning is viewed as a shared responsibility between employees and managers, with the expectations of all staff fully aligned as to the benefits of, and need for, on-going training and learning.</p> <p>Management ensures that access to development opportunities always exist and that learning plans are achieved.</p> <p>All possible approaches to learning are considered in the development and achievement of employee learning plans, with management ensuring that the information and knowledge that is accumulated by individuals from training and learning is shared with others at the operation.</p>

## People Management: *Workplace Culture*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>• The dynamics of the group were influenced by BSOs who also represent union interest. This laid the foundation for divergence of cultural perspectives and charted the direction of the discussion.</li> <li>• Regular Occupational Health and Safety Committee have resumed and minutes are posted accordingly.</li> <li>• Positive feedback received from staff when management took over payment for cable in lunchroom.</li> <li>• The constant turnover in management appears to have had an impact on morale and the level of trust between staff and managers.</li> <li>• It was noted there is a sense of hope in the improvement being made in overall morale, however several employees indicated that the low staffing level appears to be having an impact on morale.</li> <li>• Perception of inconsistencies in leave management by superintendents were noted when participating in Public Service events.</li> <li>• While award programs exist within the region, more informal/spontaneous recognition does not seem to occur at the MCIA level.</li> <li>• The Employee Assistance Program (EAP) appears to be used and appreciated by employees.</li> <li>• There is a general level of participation in the Government of Canada Workplace Charitable Campaign and in other local events.</li> <li>• There seems to be lack of support in the acceptance of the SBSOs program and in providing coaching and development.</li> <li>• It is recognised that camaraderie exists between BSOs in supporting each other as well as involvement in the social committee.</li> <li>• BSOs who have acted as superintendents have a greater appreciation of the work that the superintendents need to accomplish and are empathetic to them.</li> <li>• Some staff highlighted that there is stigma around Mental Health.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish mechanisms for formal and informal recognition.</li> <li>• Explore EAP lunch and learn session (i.e. Homewood Health) that could contribute to overall well-being.</li> <li>• Continue to canvass employees to establish a wellness committee.</li> <li>• Management is encouraged to continue building a collaborative relationship with the local union.</li> <li>• Management to consider hosting the joint-learning program (JLP) with the union to deliver information sessions (i.e. Understanding the collective agreement, Mental health in the workplace).</li> <li>• Management is encouraged to continue engaging staff through working groups and implement suggestions which are within their sphere of control (i.e. immigration roundtable).</li> <li>• Management would benefit from developing a strategy to rebuild trust with their staff, which might include team-building and morale-boosting activities.</li> <li>• Management is encouraged to continue monitoring unit workload volumes and adjust resource allocations accordingly.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Workplace Culture</b>  <i>Employees, management and union representatives' work in collaboration to develop, foster and maintain positive relations (through recognition and encouragement, trust and respect, and concern for employee well-being).</i>	<p>Management focuses more on production and processes than people, resulting in limited trust and respect from employees. An "us versus them" mentality exists, with management and employees expressing limited concern for each other or the Agency.</p> <p>Recognition and encouragement of employees occurs on an ad hoc basis only.</p> <p>Little communication and collaboration occurs between management and union representatives to support positive relations.</p>	<p>Management expresses concern for workplace and employee well-being, however they do not always intervene when necessary or on a timely basis, negatively impacting respect and trust in the workplace.</p> <p>Recognition of the achievements of employees and the importance of their contribution to the success of the organization is largely manager dependent.</p> <p>Management respects collective agreements and communicates key Agency developments to union representatives, but little else is done to foster positive relations.</p>	<p>Management works collaboratively with employees to foster an environment of trust and respect, encouraging input from employees on matters that affect them and responding in a timely manner to address issues or conflicts that could impact the well-being of employees.</p> <p>Management recognizes the achievements and exemplary behaviour of employees, demonstrating that the contribution of employees is crucial to the success of the operation.</p> <p>Management works collaboratively with the union representatives, demonstrating respect for collective agreements, supporting union-management committees, and facilitating constructive and timely decision making.</p>	<p>Management's words and actions make it clear that employees are recognized and valued, and that their contributions and well-being are critical to the success of the organization.</p> <p>Management fosters trust and respect through collaborative committees to support decision making at the operation and to address matters of importance to employees.</p> <p>Employees and management are committed to the Agency and actively build and maintain effective, collaborative working relationships with each other and with union representatives.</p>	<p>A workplace culture exists where employees and management have a shared commitment to the principles of trust and respect.</p> <p>Management promotes a work environment based on excellence, which fosters well-being (emotional, intellectual, physical, social) and resilience and elicits people's personal best. As a result, employees have a strong sense of commitment to the organization.</p> <p>Management and union representatives have established a strong and healthy relationship based on mutual trust and respect.</p>

## Front-line Service (Clients and Stakeholders): *Client Service Excellence*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>Management and staff recognize client service excellence to the public in light of the unique clientele served at MCIA.</li> <li>All staff understand what constitutes client service excellence and what is expected.</li> <li>All staff understand client service excellence and the need to have a balanced approach to enforcement.</li> <li>Management generally follow the Enhanced Complaint Mechanism process. To date, MCIA received 18 complaints, 3 of which were founded and 9 compliment letters.</li> <li>Staff take client complaints seriously by responding but some BSOs are unaware of the results, corrective actions taken or even compliments received.</li> <li>It was noted that a better management presence on the floor would allow them to identify and address any gaps in service quality.</li> </ul>	<ul style="list-style-type: none"> <li>Management to share requirements on how to respond to complaints and what is required of officers in their response (i.e. what occurred rather than describing policies and procedures).</li> <li>Management should provide feedback on complaints and their resolution is to be communicated to staff as well as sharing compliments received.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Client Service Excellence</b>  <i>Service excellence (in particular courteous and professional services) and the achievement of service standards are key priorities and managed accordingly, including the manner in which client complaints are addressed.</i>	<p>Employees have a limited understanding of the Agency's commitment to service excellence, with no effort having been made by management to link the day-to-day activities and duties of staff to this commitment.</p> <p>While employees are generally aware of the Agency's requirement for courteous and professional client service (e.g. as a result of entry-level training, general communications), little emphasis is placed on this requirement by management, nor is it a focus of employees.</p> <p>The need to achieve service standards and resolve client complaints is approached primarily as a task, rather than something tantamount to service excellence.</p>	<p>Management has taken steps to communicate the Agency's commitment to service excellence to employees – in particular the provision of courteous and professional services. However, only limited effort has been made to link "service excellence" to the day-to-day activities and duties of employees or to monitor the provision of courteous and professional services by employees.</p> <p>Management makes efforts to achieve defined service standards, however the effectiveness of these efforts are largely manager dependent.</p> <p>While complaints are addressed, corrective actions do not always resolve the identified service issue.</p>	<p>Management regularly updates employees on the Agency's evolving commitment to service excellence, ensuring employees understand what the Agency is trying to achieve in relation to the work they perform (timely, courteous and professional service; knowledgeable and competent staff).</p> <p>Client service excellence and the achievement of service standards is integrated into the operation through training, staff meetings, the linking of the daily work of the operation to this commitment, and the monitoring of activities (e.g. the provision of professional and courteous service).</p> <p>Client complaints are taken seriously, addressed in a timely manner and feedback on complaints and their resolution is communicated to staff.</p>	<p>The provision of service excellence, in particular as it relates to providing courteous and professional services, is considered everyone's responsibility. Training is provided accordingly.</p> <p>Strategic takes place in support of service planning excellence, and management regularly promotes service excellence through leading by example and motivating and recognizing employees in their efforts to achieve service excellence.</p> <p>Client feedback, even if anecdotal, is shared with employees and taken into considered in terms of possible improvements.</p> <p>Exceeding service standards and the timely resolution of client complaints are considered vital to the achievement of service excellence.</p>	<p>A culture of service excellence exists, where management and employees strive to ensure that their actions are at all times timely, courteous and professional; and where the expectations of those being served by the Agency are routinely exceeded.</p> <p>Management's commitment to service excellence is integrated into all aspects of operations (e.g. planning, monitoring, rewarding service excellence, training).</p> <p>The operation is a leader in its support of the various service improvement initiatives underway in the Agency.</p>



## Front-line Service (Clients and Stakeholders): *Language of Choice*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>French language training is generally available to those who express an interest. However, for some, it doesn't meet their shift work environment.</li> <li>Staff are aware of and are meeting their obligations to provide services in both official languages – including Active Offer.</li> <li>Staff and management recognize the importance of serving the public in the official language of their choice and understand the obligation to do so.</li> <li>Management has procedures in place to provide service in both official languages when required.</li> <li>Appropriate signage in both official language is posted across the operations.</li> <li>Management makes a concerted effort to ensure there is an appropriate level of bilingual officers available.</li> <li>Some officers expressed concerned about the linguistic profile being changed from CBC to BBB for two superintendent positions.</li> </ul>	<ul style="list-style-type: none"> <li>Information has now been shared about the Translation tool (TERMIUM Plus) on the Translation Bureau website instead of utilizing Google (Privacy concerns).</li> <li>Encourage development of linguistic skills (i.e. meetings, lunch and learn, practice).</li> <li>Seek out bilingual phrase cards to provide to unilingual employees.</li> <li>Seek out bilingual pins to identify bilingual officers..</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Language of Choice</b>  <i>Where applicable, members of the public are served in the official language of their choice in an effective and efficient manner.</i>	<p>Management understands their language of choice responsibilities; however actions in support of these responsibilities – such as planning, monitoring, and mitigation measures to address language of choice shortcomings at the operation – are ad hoc.</p> <p>Complaints are not uncommon, with no common approach in place to ensure corrective action is taken.</p>	<p>Management and staff understand their language of choice responsibilities and management does some planning in support of meeting these responsibilities.</p> <p>Monitoring activities to ensure that the public is being greeted in the official language of their choice is, for the most part, manager dependent. Some limited mitigation measures have been established to address language of choice shortcomings in the operation.</p> <p>Corrective action is taken in regard to recurring complaints, but is not always effective.</p>	<p>Management and staff understand and accept their language of choice responsibilities.</p> <p>Management plans strategically, developing solutions to meet the operation's language of choice responsibilities.</p> <p>Management monitors operations to ensure that the public is greeted in the official language of their choice, taking corrective action when standards are not met and/or complaints are received.</p> <p>Management takes active measures to mitigate the impact of shortcomings in the operation's ability to meet language of choice obligations, such as providing unilingual employees with support tools (e.g. bilingual phrase books, lists of bilingual employees on duty).</p>	<p>Management plans strategically and develops short and long-term solutions (e.g. training, staffing) to maximize the resources available to provide services to the public in both official languages.</p> <p>Management has identified the operation's linguistic needs and has taken an active role in ensuring that clients are accommodated in both official languages.</p> <p>Schedules are closely monitored to achieve optimum coverage to accommodate the requirements of the travelling public.</p> <p>Internal mechanisms are in place to address complaints from the public, although negative feedback rarely occurs.</p>	<p>Management fosters and continuously strengthens a language of choice culture, ensuring that current and future staff is able to provide service in both official languages. Other language skills of staff are identified and made available to clients.</p> <p>Management takes active steps to ensure that sufficient numbers of bilingual positions exist, that sufficient numbers of bilingual employees are scheduled accordingly and that recruitment and language training is used to maintain and optimize the bilingual capacity of the operation.</p> <p>When complaints are received, staff is encouraged to collectively address the issue.</p>

## Front-line Service (Clients and Stakeholders): *Enforcement Activities\**

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>Staff do not seem to have a clear understanding of the Agency's enforcement priorities.</li> <li>Some officer led initiatives (i.e. X-Ray all luggage) appears to be random rather than intelligence led, based on Agency priorities.</li> <li>Staff want to see more real-time management engagement and monitoring of enforcement activities.</li> <li>Staff desires to receive more constructive feedback on immigration and FPA files.</li> <li></li> <li>It is recognized that MCIA conducts blitzes and seasonal projects However, there is a lack of direction and organization on running blitzes and delegation of responsibilities.</li> <li>Staff appreciates that superintendents provide them with adequate time to complete their enforcement files.</li> <li>There is no evidence of planned prioritized enforcement activities, nor is it presented at shift briefings. There is an interest in increasing currency and FPA enforcement activities.</li> </ul>	<ul style="list-style-type: none"> <li>Staff and management would benefit from developing and reviewing the enforcement priorities.</li> <li>Management should consider assessing the existing practices of planning enforcement activities to better align with Agency priorities, which will strengthen and enhance enforcement results.</li> <li>Management should consider spending more time and effort to physically monitor enforcement activities and provide feedback to staff.</li> <li>Management is encouraged to communicate on a regular basis the enforcement activities conducted and results with staff.</li> </ul>

\*The Enforcement Activities capacity has been identified for inclusion in the Action Plan.

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Enforcement Activities</b>  <i>Enforcement activities are developed and implemented according to risk-based priorities, with activities undertaken in adherence to current policies, procedures and legislation.</i>	<p>Limited information and guidance from management on enforcement activities means that employees are not aware of what is required to ensure enforcement duties are performed in accordance with policies, procedures, and legislation.</p> <p>The physical monitoring of enforcement actions by management – to ensure they are performed in accordance with the law and CBSA policies and procedures – is ad hoc, with only limited feedback provided to employees.</p>	<p>Management identifies certain enforcement priorities for the operation; however enforcement activities in support of these priorities are not always consistently implemented.</p> <p>The information and guidance provided to employees to assist them in performing their enforcement duties is largely manager dependent and not always provided in a timely manner.</p> <p>As such, employees are not always certain they are performing their duties in accordance with policies, procedures, and legislation.</p> <p>Management efforts to conduct physical monitoring of enforcement actions - to ensure they are performed in accordance with the law and CBSA policies and procedures – is manager dependent, as is the provision of feedback to employees.</p>	<p>Management plans, develops and implements enforcement activities to meet risk based enforcement priorities and special operations. They provide timely information and guidance, as and when required, to enable employees to perform their enforcement duties in accordance with policies, procedures and legislation, and to conduct special operations.</p> <p>Management conducts physical monitoring of the enforcement actions of employees to ensure they are performed in accordance with the law and CBSA policies and procedures, and provides constructive feedback to employees in a timely manner.</p>	<p>Management proactively plans, develops and implements enforcement activities and initiatives to meet current <i>and future</i> enforcement priorities and special operations, identifying enforcement training requirements in advance of need.</p> <p>Changes to ongoing enforcement activities and initiatives are made in a timely manner, as and when required.</p> <p>Management and staff understand their shared responsibilities in regard to enforcement, meeting regularly to discuss how to improve upon current and future enforcement work.</p> <p>Management monitors enforcement actions on an ongoing basis to ensure adherence to laws, CBSA policies and procedures, and special operations.</p>	<p>Management proactively plans, develops and implements enforcement activities and initiatives to meet current and future enforcement priorities and special operations <i>and</i> the Agency, making it an ideal location to pilot new and emerging approaches to enforcement.</p> <p>In collaboration with all relevant stakeholders, management develops and implements effective enforcement actions and initiatives to address these concerns. Changes to existing enforcement activities and initiatives and the implementation of new initiatives occur on a timely basis.</p>

## Front-line Service (Clients and Stakeholders): *Management of External Partnerships*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>Management and staff at all levels believe that there is a very good relationship with external partners despite the different mandates and priorities and noted an especially great relationship between the CBSA and Airport Authority.</li> <li>Management and staff maintain good working relationships with external partners and Other Government Departments (i.e. CATSA, USCBP, Airport Authority, OPS, RCMP, etc.)</li> <li>Staff wishes to continue receive additional training from Other Government Departments.</li> <li>Senior management and employees recognize that relations with external partners are crucial.</li> <li>Management acknowledges that there has been a break in the participation in a joint external partner meeting due to turnover of management which has now been addressed with the CBSA being a partner at the table.</li> </ul>	<ul style="list-style-type: none"> <li>Share minutes with employees from management meetings with partners.</li> <li>Establish a forward agenda of engagement activities with partners.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Management of External Partnerships</b>  <i>Staff and management develop, foster and maintain strong and collaborative working relationships with external stakeholders (e.g. OGD, port authorities, law enforcement, US Customs and Border Protection) to support service delivery and border security.</i>	<p>While management recognizes the value of developing strong working relationships with external partners, little effort is made in this regard.</p> <p>Efforts by management to engage the partners of the operation are ad hoc at best. Accordingly, consultation and cooperation with external partners is limited.</p>	<p>Management has developed working relationships with a number of external partners as a means of supporting current operational requirements, however the degree of cooperation and collaboration that exists in largely manager dependent.</p> <p>While working relationships with external partners support the sharing of information and the providing/ obtaining of assistance, the responsiveness and success of these relationships requires improvement.</p> <p>Only limited effort has been made to develop new partnerships in support of enhanced program delivery.</p>	<p>Management works to develop collaborative relationships with the operation's external partners to enhance both service delivery (facilitation) and enforcement activities.</p> <p>Management has established working relationships with external partners that support the sharing of timely, relevant information and the providing/ obtaining of cooperation and assistance as and when required.</p> <p>Management identifies and develops new partnerships in support of enhanced program delivery.</p>	<p>Management has developed proactive and responsive relationships with its external partners that support and encourage client service excellence in facilitation and enforcement.</p> <p>Management considers information sharing and close interaction and cooperation with external partners as essential to the achievement of operational objectives.</p> <p>Management is committed to work collaboratively with its external partners, identifying common goals and objectives and planning jointly to meet these goals and objectives.</p> <p>Management continually strives to strengthen existing partnerships and to identify and develop new partnerships.</p>	<p>Management recognizes that client service excellence and the need to identify and address existing and emerging threats in a timely and responsive manner can only be achieved through a strong collaborative working relationship between the Agency and its partners.</p> <p>Management takes a lead role in developing such relationships with its partners, through proactive and responsive consultation held regularly with external partners in an effort to mitigate current and future threats and develop and establish new, forward-looking initiatives.</p>

## Front-line Service (Clients and Stakeholders): *Shared Values and Ethics*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>Some staff are aware and understand the Code of Conduct and the policy on Values and Ethics.</li> <li>Staff understand their responsibilities with regard to confidential reporting and potential conflicts of interest.</li> <li>There is a perception from staff that bringing forward issues to management team may result in reprisal.</li> <li>Some staff have indicated that ethical and values based behavior have improved over the recent year.</li> <li>Management takes corrective actions when aware of breaches of the CBSA Code of Conduct, but at times, some staff feels that the disciplinary decision is not commensurate with the breach.</li> <li>The majority of staff have completed the mandatory Shared Values and Ethics training online.</li> <li>Significant concerns were raised regarding the transparency and fairness of staffing actions.</li> <li>Most staff felt that the superintendents avoided conflict rather than engaging in difficult situations.</li> </ul>	<ul style="list-style-type: none"> <li>Invite the National Integrity Centre of Expertise (NICE) to provide information on their roles and responsibilities in how they support staff versus the role of professional standards, and give employees an opportunity to ask questions.</li> <li>Raise awareness about the options offered by the Informal Conflict Management System (ICMS) and encourage management to support resolution of issues at the lowest level.</li> <li>Management should make efforts to communicate the principles and guidelines of the CBSA Code of Conduct and the Policy on Values and Ethics to staff and their link to culture.</li> <li>Continue to make progress in the communication and transparency of staffing actions, better inform superintendents on communicating staffing changes and appeal mechanisms.</li> <li>Support BSOs in career development and application on selection processes.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Shared Values and Ethics</b>  <i>The culture and leadership at the operation are recognized by employees as demonstrating strong ethical and value-based behaviour</i>	<p>Employees are made aware of the <i>Value and Ethics Code for the Public Service</i> and the <i>CBSA Code of Conduct</i>, however no additional effort is made to inform, support, or advise employees on their professional conduct within the context of these codes.</p> <p>The Agency values of professionalism, respect and integrity are not clearly defined for or understood by employees and management often does not exhibit these values for employees.</p>	<p>Employees are made aware of the <i>Value and Ethics Code for the Public Service</i> and the <i>CBSA Code of Conduct</i> and the Agency values of professionalism, respect and integrity are generally understood. However efforts by management to inform, support, advise and monitor employees on their professional conduct within the context of these managers.</p> <p>Agency and public service values are not always exhibited in the actions of management and employees.</p>	<p>Ethics and value principles/ guidelines of the <i>Value and Ethics Code for the Public Service</i> and the <i>CBSA Code of Conduct</i> - including the Agency specific values - are communicated both regularly to employees.</p> <p>Principles/ guidelines are exhibited codes is largely dependent on the competencies of individual and applied consistently by management and employees.</p> <p>Management monitors operations to ensure that employees act in accordance with the principles and takes corrective action as and when necessary.</p>	<p>Management actively defines, communicates, and demonstrates Agency and PS values, monitoring operations to ensure compliance with these values. Accordingly, value principles/ guidelines are well understood and followed by employees.</p> <p>Employees are motivated to apply workplace values, rules and standards of conduct to achieving the goals and objectives of the Agency.</p>	<p>Ethics and value principles/ guidelines are integrated into all aspects of operations and communications and consequently reflected in all practices and actions. Management and employees' words and actions exemplify Agency and PS values.</p> <p>Valued behaviors are rewarded as part of performance assessment and inappropriate behaviours are disciplined immediately.</p>

## Operational Management: *Operational Planning and Monitoring\**

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>The Business Continuity Plan (BCP) in place is outdated.</li> <li>While enforcement projects are planned, communication around them need to be improved.</li> <li>There does not appear to be an understanding of the strategic plan to meet the Agency's national priorities, staff are interested in outbound currency checks.</li> <li>The current Variable Shift Schedule Arrangement (VSSA) is well-liked by BSOs.</li> <li>Management perceives that MCIA is a desirable work location based on the number of applications for transfer they receive.</li> </ul>	<ul style="list-style-type: none"> <li>Share and discuss the Integrated Business Plan (IBP) with staff upon its availability.</li> <li>Update Business Continuity Planning (BCP), share with staff and undertake practice run.</li> </ul>

**\*The Operational Planning and Monitoring capacity has been identified for inclusion in the Action Plan.**

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Operational Planning and Monitoring</b>  <i>Planning strategically and regularly analyzing operational needs and deficiencies, including resource requirements and allocations, to support the efficiency and effectiveness of operations.</i>  <i>Monitoring operations, identifying gaps and adjusting activities as necessary to meet operational requirements.</i>	<p>The operational planning conducted by management is primarily short-term in nature, completed in response to identified operational needs and deficiencies only.</p> <p>Management does not always ensure that shift scheduling meets operational requirements, nor do they adequately anticipate resource requirements.</p> <p>With limited operational planning to support service delivery and operational requirements, operational monitoring by management is limited primarily to the physical monitoring of day-to-day operations.</p>	<p>Management conducts operational planning in support of service delivery and operational requirements, however limited effort is made to determine how plans will be actioned and monitored.</p> <p>Management makes efforts to ensure that shift scheduling meets current operational requirements, however limited consideration is given to overall resource requirements.</p> <p>Management analyzes operations, and to a lesser extent, progress against operational plans. Adjustments are made to meet operational needs and deficiencies, including shift scheduling issues that arise, but not always on a timely basis.</p>	<p>Management plans strategically and develops short and long-term solutions to meet operational and Agency service delivery and operational requirements (e.g., Official Languages, service standards, border wait times, agency priorities, special events, enforcement, etc.).</p> <p>Planning includes efforts by management to ensure that shift scheduling adequately supports the achievement of service standards and operational objectives, and that resource requirements are considered and any concerns addressed.</p> <p>Management takes concrete steps to implement (action) the short and long terms solutions it identifies, as well as to analyze and monitor data/results to identify operational deficiencies, making adjustments as needed to meet objectives and address shortcoming and deficiencies in a timely manner.</p>	<p>Operational plans and strategies are developed – with the support and involvement of employees – identifying operational priorities that fully align with Agency requirements and expectations (e.g. enhanced client service excellence, efficient and effective enforcement activities, staffing requirements and utilization). Plans identify measurable objectives and those accountable for achieving them.</p> <p>Processes are in place to ensure that progress against operational plans and strategies is measured and that monitoring is conducted on a regular basis to ensure that needs are identified and deficiencies analyzed in a timely manner, and adjustments made accordingly.</p>	<p>Operational plans and strategies are continuously updated based on feedback from employees, clients, business partners and monitoring results; and these updates are fully synchronized with plans and/or strategies of the CBSA.</p> <p>Management and employees are highly committed and feel accountable for the success of operational plans and strategies.</p> <p>Operational results are monitored to identify trends in results so that adjustments are made to ensure established goals and objectives are achieved.</p>

## Operational Management: *Financial Forecasting*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>Accurate financial forecasting and allocations are undertaken by management.</li> <li>Business Planning and Consolidation (BPC) model is followed for financial forecasting and monitoring. Currently one chief and regional finance have access to the BPC system.</li> <li>Financial delegation appears to be assigned at the appropriate level.</li> <li>Budget information is communicated to the Director and chief quarterly via meetings with regional finance.</li> <li>The District Director closely monitors budgetary expenditures to ensure that the operation does not spend beyond its budget limitations.</li> <li>Based on staffing shortages and non-discretionary leave requests, significant OT is utilized to meet service demands, and the overtime callout process appears to be well established.</li> <li>MCIA was under budget last year within the required target of +/- 3% last year.</li> <li>Some first level managers did not express an interest in greater exposure to the entire budget process due to being newly appointed and learning responsibilities of their current role.</li> </ul>	<ul style="list-style-type: none"> <li>Director should consider providing greater exposure and responsibility of the budgetary process to subordinate management levels in the operation for management growth and career opportunities.</li> <li>Create more awareness around financial stewardship to all staff.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Financial Forecasting</b>  <i>Developing accurate and timely financial forecasts, and monitoring these to ensure they support operations.</i>	<p>No clear process has been established by management for the budgeting and forecasting of operational expenses and the allocation of resources between fund centres is not transparent.</p> <p>Forecasts are reviewed on an ad hoc basis, with little consideration of unexpected expenditures or of operational needs or deficiencies that have been identified that might affect forecasts.</p> <p>Adjustments to forecasted expenditures and/or the completion of required variance analysis are uncommon. Accordingly, planned versus actual spending at year-end is often quite different (e.g. overspending or lapsed of funds).</p>	<p>While management has established a process at the operation for the budgeting and forecasting of operational expenses, the allocation of resources between fund centres is not fully transparent.</p> <p>Forecasts are reviewed, but not always on a timely basis or in full consideration of unexpected expenditures or of operational needs or deficiencies identified that might affect forecasts.</p> <p>Adjustments often do not occur in a timely manner and the variance analysis that is conducted is primarily ad hoc in nature, often not involving a thorough review of more significant differences.</p> <p>Overspending or the lapsing of funds at year-end is not uncommon.</p>	<p>Management follows a clearly defined process for the allocation of resources between fund centres and the preparation of budgets and forecasts.</p> <p>Forecasts are reviewed and updated regularly, particularly as they relate to overtime, based on unexpected expenditures and taking into consideration operational needs and deficiencies identified during the year.</p> <p>Adjustments are made as needed to ensure funds are released on a timely basis and analysis is conducted on all significant variances and justified or corrected (if errors have occurred). Overspending or the lapsing of funds at year-end is not common.</p>	<p>Budgeting and forecasting processes are well defined and streamlined, whereby funding requirements for the year are considered in detail. Fund centre managers seek input from others (manager and employees) to help ensure that budgets are reasonable. There is a clear link to the operational plans and strategies developed.</p> <p>Managers are held accountable for their budget variances. Forecasts are reviewed and updated regularly with input from managers and employees as needed. To the extent that operational plans and strategies are adjusted, financial forecasts are revised accordingly to ensure no overspending or lapsing of funds at year-end.</p>	<p>Budgeting and forecasting includes the active involvement of both managers and employees. Consideration and analysis is employed in relation to all significant budget categories, including salaries and overtime. All assumptions are carefully considered and fully documented.</p> <p>Forecasts are reviewed on an ongoing basis to ensure that they are correct, taking into consideration the impact of all changes to operational plans and strategies, all unexpected expenditures, and all operational needs and deficiencies identified.</p> <p>Any needed adjustments to forecasts are made promptly to ensure forecasts remain current. Variance analysis is extensive, but rarely needed.</p>

## Operational Management: *Equipment, Tools and Systems*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>• The majority of staff feel they have the equipment, systems and tools necessary to perform their duties.</li> <li>• Staff appreciates the availability of the new handheld X-Ray device and training received to use it.</li> <li>• Staff cited concerns regarding fleet vehicle reliability and availability and</li> <li>•</li> <li>• Handheld IPIL is often malfunctioning.</li> <li>•</li> <li>• Only one fingerprint scanner available for immigration and staff feel a desire for two.</li> <li>• Employees have raised health and safety concerns about the immigration counter height.</li> <li>• Health and safety concerns were raised to OHS Committee by staff regarding the customs client service counter ;</li> <li>• BSOs express the desire to obtain the latest information on the arming policy at the airport.</li> <li>• Some BSOs were not aware that they could order a secondary duty belt; one permanently set up with a duty holster and magazine pouch and one without. By having two duty belts, BSOs can avoid re-arranging their duty belt each time their designated duty changes during their shift It can be a time consuming exercise when performed repetitively during a shift. Some BSOs desire additional defensive tactic training on responding to a knife scenario without their duty firearm.</li> <li>• Printers are not reliable and need replacement. Waiting months to get roles in CAS and as a result not able to perform their duties.</li> <li>• Training room need to be modernized with video conference equipment.</li> <li>• Desire for ergonomic workstation equipment.</li> </ul>	<ul style="list-style-type: none"> <li>• Explore with accommodation and procurement the new Agency pilot on ergonomic workplace to replace equipment (chair, standing desk, etc.).</li> </ul>



Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Equipment, Tools and Systems</b>  <i>Employees have access to the equipment, tools and systems needed to carry out their duties and are knowledgeable regarding their use and application.</i>	<p>Management makes limited effort to ensure that employees have access to the equipment, tools and systems required to carry out their duties, and the support and guidance provided to employees in regard to the prescribed use and application of available equipment, tools and systems is ad hoc.</p> <p>Equipment, tools and systems available are often not maintained or stored correctly, or repaired or replacement when necessary.</p>	<p>While management makes efforts to ensure that employees have access to the equipment, tools and systems required to carry out their duties, the support and guidance provided to employees in regard to their prescribed use and application is primarily manager dependent.</p> <p>Management efforts to ensure that the equipment, tools and systems available are correctly maintained and/or stored are limited. Repairs to, or the replacement of, equipment, tools and systems not functioning as intended are not always completed in a timely manner.</p>	<p>Management makes reasonable efforts to ensure that employees have access to the equipment, tools and systems required to carry out their duties, pursuing additional equipment, tools and systems - as and when required - to support program delivery.</p> <p>Management ensures that employees understand how to use the equipment, tools and systems that they have access to and provides support and guidance in regard to their prescribed use and application.</p> <p>Management ensures that the equipment, tools and systems available are properly maintained and stored, and are in good working order, taking action as necessary to repair or replace those not operating/functioning as intended.</p>	<p>Access to current and reliable equipment, tools and systems is considered a priority by management. Accordingly, management strives to secure the equipment, tools and systems needed to meet the operation's enforcement-related objectives, as well as to support client service excellence.</p> <p>Management provides support and guidance to employees on the use of equipment, tools and systems that they have access to, employing such means as formal and informal training sessions and the identification of specific employees to "champion" the correct use and application.</p>	<p>Management continuously enhances the equipment, tools and systems to ensure that staff are able to demonstrate: a superior corporate image; client service excellence; and efficient and effective enforcement-related operations.</p> <p>Employees are well trained on the application, use, maintenance and storage of the operation's advanced equipment, tools and systems.</p> <p>Management and employees' commitment to the efficient and effective use of equipment, tools and systems makes it an ideal pilot site for new and advanced equipment, tools and systems.</p>



## Operational Management: *Physical Environment*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>Noise pollution because of LRT construction.</li> <li>Overall, employees enjoy the facilities.</li> <li>Great relationship with airport authority that allows for cooperative resolution of issues.</li> <li>There is an Occupational Health and Safety Committee which has recently resumed however outcomes of the meetings are not known to staff.</li> <li>Staff recognize management's efforts to improve identified facility issues.</li> <li>If future changes are made to the facilities, BSOs wish to be a part of the consultative process. For example, the washrooms at pre-PIL are not conducive to the flow of travellers and re-entry from baggage to pre-PIL to utilize facilities and overcrowding in immigration space.</li> </ul>	<ul style="list-style-type: none"> <li>Continue mandatory regular Occupational Health and Safety (OHS) Committee meetings and post minutes.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Physical Environment</b>  <i>Facilities support efficient and effective operations, meeting the needs of both clients and employees (Note 1).</i>  <small>(1) This criterion considers the physical environment as it relates to client service, enforcement and the operational needs of staff. As such, it does not consider the physical security or occupational health and safety requirements.</small>	<p>Limited effort is made by management to ensure that facilities and operational space support efficient and effective program delivery for travelers, and commercial and enforcement functions; or that facilities adequately meet the operational needs of management and employees.</p> <p>Management has not pursued infrastructure solutions, as and when required, to achieve efficient and effective program delivery (for travelers, and commercial and enforcement functions) or to meet the operational needs of management and employees.</p>	<p>Management makes some efforts to ensure that facilities and operational space support efficient and effective program delivery for travelers, and for commercial and enforcement functions; and that facilities adequately meet the operational needs of management and employees.</p> <p>While management pursues infrastructure solutions in support of efficient and effective program delivery (for travelers and commercial and enforcement functions) and to meet the operational needs of management and employees, however they often do not do so in a timely manner.</p>	<p>Management makes reasonable efforts to ensure that facilities and operational space support efficient and effective program delivery for travelers, and for commercial and enforcement functions.</p> <p>Similarly, management makes efforts to ensure that facilities provide suitable working conditions to meet the operational needs of management and employees.</p> <p>Management pursues timely infrastructure solutions as and when required to achieve efficient and effective program delivery for travelers, and commercial and enforcement functions, and to meet the operational needs of management and employees.</p>	<p>Management strives to provide solutions to physical challenges posed by the current infrastructure. Considerable effort is made to provide facilities and operational space that is conducive to providing client service excellence while delivering on enforcement-related operations.</p> <p>Management works collaboratively with employees to ensure that, to the extent possible, facilities and operational space meet the current and future operational needs of management and employees, and enhance employee satisfaction.</p>	<p>Management is committed to continuously maintaining and upgrading its facilities and operational space to ensure that management and employees are able to demonstrate: a superior corporate image; client service excellence; and efficient and effective enforcement-related operations.</p> <p>Management works closely with employees and related stakeholders to identify and achieve improvements to facilities and operational space that significantly enhance the work life experience of employees.</p>

## Operational Management: *Measuring, Tracking and Reporting*

Current Situation	Opportunities Identified
<ul style="list-style-type: none"> <li>There did not appear to be a consistent application of the policy for the control of officer notebooks.</li> <li>Some staff do not have a clear understanding of the purpose of collecting accurate statistics and how they relate to program development and resourcing.</li> <li>Lack of understanding of the need to document or importance of tracking secondary exams by providing detailed examinations results.</li> </ul>	<ul style="list-style-type: none"> <li>Remind staff of EN manual notebook procedures in regards to storage, content and review of books by management.</li> <li>Importance to seek quarterly reporting of all enforcement actions and seizures to analyze and identify trends and to share and discuss with staff.</li> <li>Invest in more robust collection of data and statistics (i.e. analysis of data, trends-analysis, threat and risk assessment, SWOT analysis) to inform better operational planning and priorities.</li> </ul>

Practice	Ad Hoc (1/5)	Manager Dependent (2/5)	Good Management Practice (3/5)	Advanced Practice (4/5)	Outstanding Practice (5/5)
<b>Measuring, Tracking and Reporting</b>  <i>Information tracked on operational activities is accurate and complete and is reported on a timely basis to regional management and Branch.</i>	<p>Little effort is made by management to ensure employees understand what data they are to gather (i.e. measure, track), how they are to gather the data, or why the data is needed.</p> <p>Employees often do not have the tools or the time to gather/log the data required by the Agency, and as such both the accuracy and completeness of the data is affected.</p> <p>Reporting requirements are not always met (daily, monthly), and the information that is reported is not always accurate or complete.</p>	<p>Management ensures that employees responsible for gathering (i.e. measuring, tracking) data for reporting purposes understand what data they are to gather, however they do not always ensure that employees have a clear understanding of how to gather the data or why it is needed.</p> <p>Management does not always ensure that employees have the ability to gather all data required (e.g. access to the tools, have the necessary time) or provide timely direction. Only limited effort is made by management to monitor data collection to ensure accuracy and completeness.</p> <p>While management ensures that all Agency required reports are submitted (including the entry of data into systems such as the Global Case Management System (GCMS) and G11-Consolidated Management Reporting System (CMRS), they are not always submitted in a timely manner (daily, monthly).</p>	<p>Management has established procedures to support the collection of accurate and complete data. These procedures include ensuring that employees responsible for collecting data (i.e. measuring, tracking) understand how the data being collected support Agency objectives and priorities.</p> <p>Management monitors the collection of data by employees to ensure data is accurate and complete and collected in a consistent and timely manner (data integrity).</p> <p>Management ensures that Agency required reports are submitted on time (including the entry of data into systems such as GCMS and G11-CMRS).</p>	<p>Management has made a clear commitment to support the CBSA's operational objectives and to promote consistency in data collection and management through the ongoing and proactive assessment and adjustment of measuring, tracking and reporting activities.</p> <p>Management and employees understand the link between Agency strategic and operational objectives and how this links to the measuring, tracking and reporting requirements of the Agency.</p>	<p>Measuring, tracking and reporting procedures represent a model for other operations.</p> <p>Management and employees meet regularly to discuss and determine the best approaches for measuring and tracking the data required – to ensure accuracy and completeness.</p> <p>In addition, management and employees have developed additional measuring, tracking and reporting requirements, specific to the operation, to support improvement in the operational efficiency and effectiveness of the operation.</p>